

9 DEC 1976

MEMORANDUM FOR: Director of Personnel

SUBJECT: Identification of Key Operating Positions for
EAG Consideration

1. The list of key operating positions, forwarded with your memorandum of 29 November on the above subject, is a good start in the right direction. However, we believe that we need to begin with a statement of the criteria for selecting the key positions and that the list needs to be considerably broadened to meet those criteria. We also have some procedural suggestions. Our specific recommendations follow.

Criteria

2. The Executive Advisory Group should consider nominations to senior operating positions that best meet one or more of the following three criteria:

- duties of the position have important implications for DCI Area offices and/or other Directorates;
- duties of the position involve matters of policy importance to the Agency as a whole; and
- duties are such that candidates from outside the parent Directorate or DCI Area office obviously should be considered.

3. The exact nature of EAG action will have to vary according to the nature of the job. Certain senior officials concurrently serve the DCI and his deputies for the Agency and the Community, and the ultimate decision clearly must be made by the DCI; the EAG position would, nevertheless, be a strong recommendation to be taken into account. Other senior officials perform primarily a CIA role, and the EAG should take a more decisive part in selecting such individuals. And the EAG role vis-a-vis a job such as the Special Assistant to the DCI would be to maintain a list of qualified people and ensure that the list of possible candidates presented to the DCI is a well-balanced one. In any event, the final list of positions will have to be approved by the EAG.

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Suggested List of Key Officials

4. We have indicated on the attached list a limited number of positions we believe best meet the criteria set forth above. The positions on the original Office of Personnel list are indicated with an asterisk.

Number of Positions Designated

5. The suggested list totals about 50 positions. Assuming that the average incumbency is in the neighborhood of three years, the EAG would be asked to review 15-20 key appointments annually. This would average one every three to four weeks although changes will tend to be clustered rather than phased through the year. Reviews will, of course, involve some imposition on EAG members' time; however, putting the best possible people in key jobs clearly is one of the most important functions top management must perform. And the time involved should be less than would appear on the surface. Actual incumbency may well exceed three years, and we would anticipate that the EAG would in most cases rapidly confirm the nomination of the responsible Deputy or office head.

Procedures

6. We doubt that it is worthwhile to try to identify the time interval in which various positions are expected to become vacant. Rather, we would suggest that this element of the planning process be handled by dividing the lists of possible candidates into two sections, one "qualified to assume the job within one year" and the other "potential candidates one-to-three years hence."

7. We suggest that each EAG member be asked concurrently to suggest candidates for each of the designated positions, considering all Agency personnel and outsiders, rather than for only one Directorate or area. Thus, the first list to be presented to EAG would be a composite list of all suggestions, and the first task for EAG would be to review that list and make such changes as they jointly agree to.

8. We would propose that the EAG, at the meeting of 21 December, be asked to review, revise and approve the list of positions and assign follow-up action to the Office of Personnel. That action would consist of polling the EAG members for names by mid-January and of providing the EAG with the composite list no later than 1 February. Thereafter, the Office of Personnel would be responsible for maintaining contact with the


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DDCI and the Deputy Directors, to learn of upcoming changes involving positions for EAG review and to arrange with the Comptroller to get such reviews on the EAG schedule. It would also be responsible for obtaining revised lists of candidates from each EAG member semi-annually (July and January), and scheduling with us EAG sessions (in August and February) to consider and approve the revised composite list.

Next Steps

9. We would appreciate your comments on our proposals by 13 December, after which we can consult about the next steps.

STATINTL


James H. Taylor
Secretary, Executive Advisory Group

Attachment:
As stated